



# 2024 SPEAKER

## How Climate and Culture Shape Organizational Effectiveness



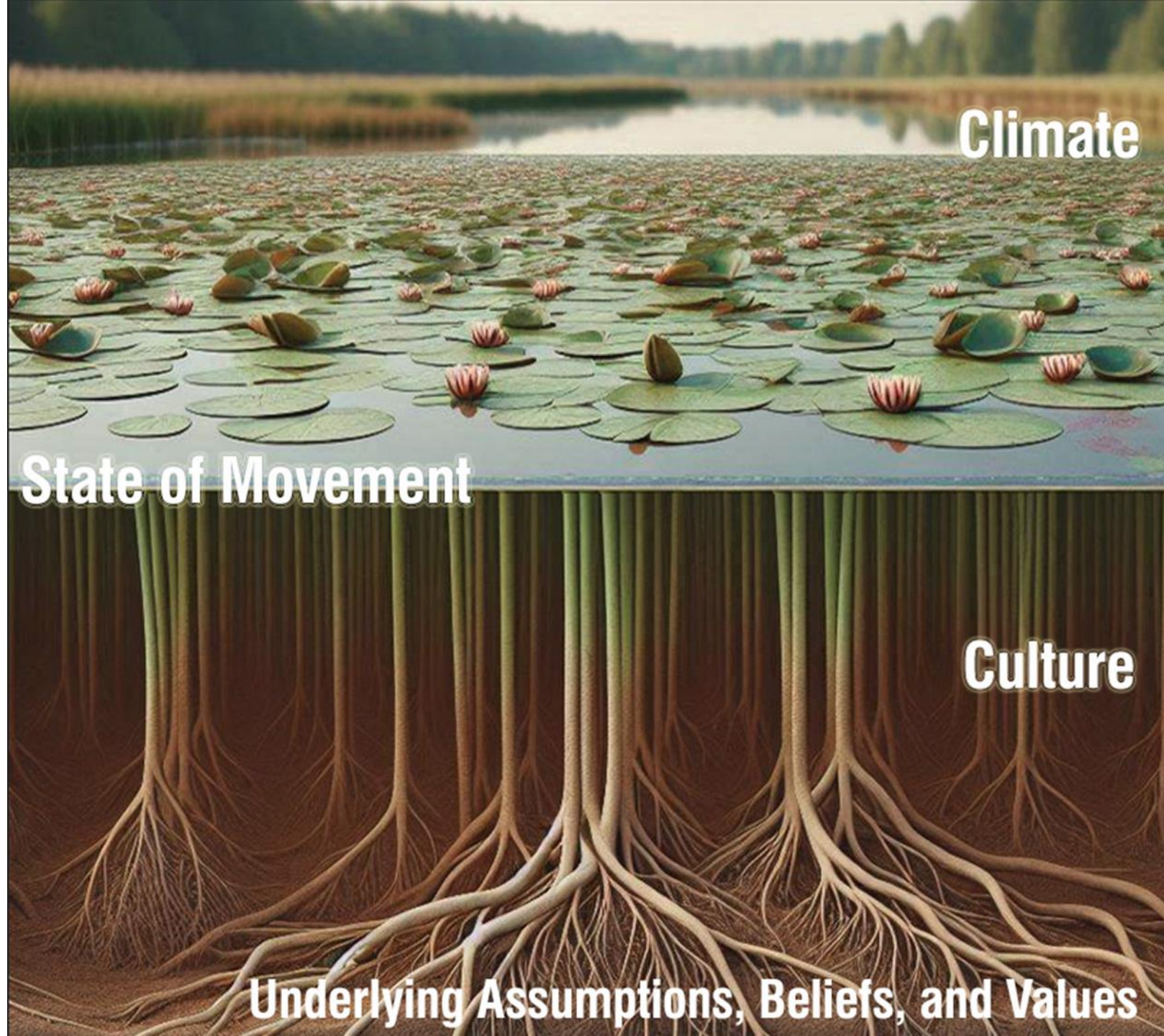
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# Climate and Culture: What's Below the Surface?



# Climate Activity – Worksheet 1

## Individually

- Review the pairs of words and pictures on the line graphs representing opposing behaviors that you may observe in your imaginary organization

## As a Team

- Discuss the behaviors using the picture cards on your table and indicate any line graph where they fall on the 7-point scale on worksheet #1
- Add the behaviors noted on worksheet #1 to where they most align on one of the three climate sections (positive, mixed, or negative climate) on worksheet #2

**15 min**

# Three Types of Culture

## The OCI Circumplex

**Constructive**

**Why**

**Enhancing**

Task and People Oriented

Organizational  
Sustainability  
through Members  
“Doing Good”

**Aggressive/Defensive**

**What**

**Promoting**

Task Oriented

Organizational Volatility  
through Members  
“Looking Good”

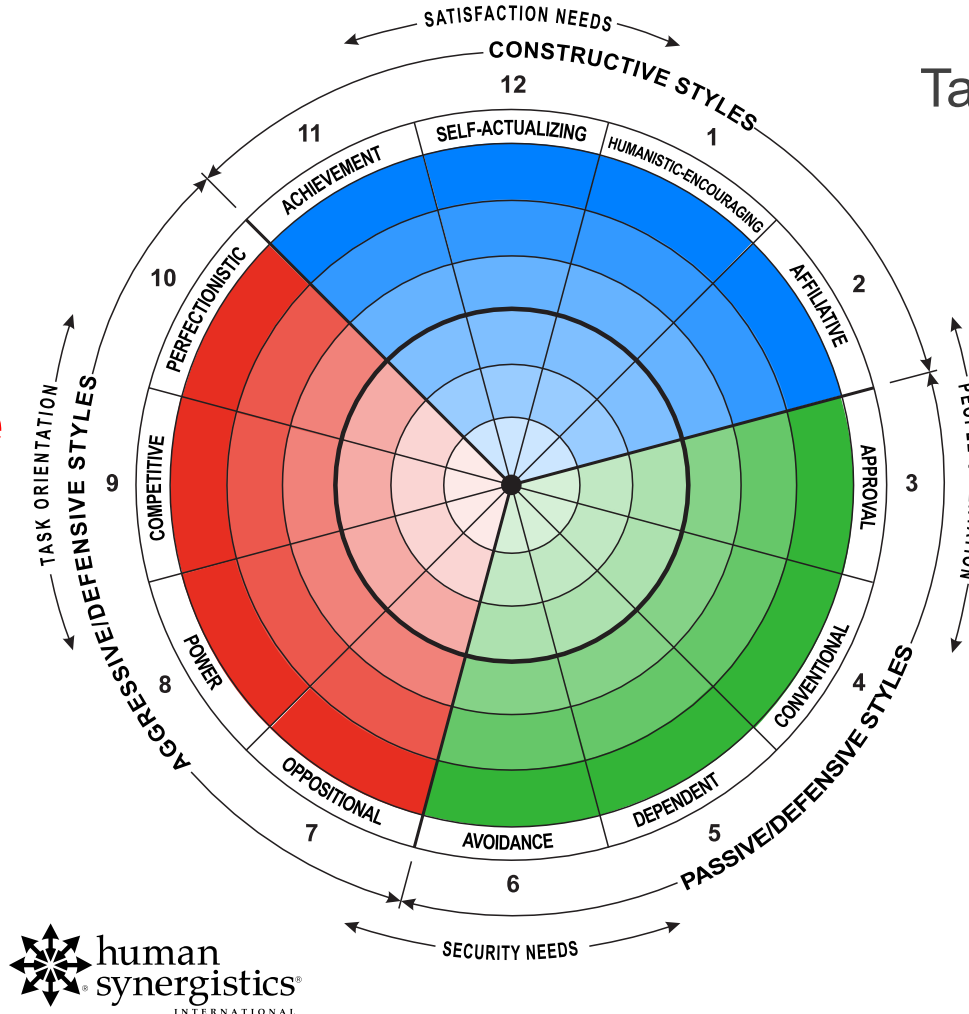
**Passive/Defensive**

**How**

**Protecting**

People oriented

Organizational  
Vulnerability  
through Members  
“Being Good”



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Research & development by:  
Robert A. Cooke, Ph.D. and  
J. Clayton Lafferty, Ph.D.



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# Culture Activity – Worksheet 2

## As a Team

- Discuss and identify the expected culture behaviors listed on the circumplex (back page) that are being shaped by the present climate behaviors on worksheet #2
- Fill in the bullet points of the expected behaviors under the appropriate culture type (Constructive, Aggressive/Defensive, or Passive/Defensive) on worksheet #2

**15 min**

# The OCI Circumplex

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Members are expected to gain enjoyment from their work and produce high-quality products/services

11 Members are expected to set challenging but realistic goals and solve problems effectively

1 Members are expected to be supportive, constructive, and open to influence in their dealings with each other

10 Members are expected to avoid making mistakes, work long hours, and keep "on top" of everything

2 Members are expected to be friendly, open, and sensitive to the satisfaction of the work group

9 Members are expected to operate in a "win-lose" framework and work against their peers to be noticed

3 Members are expected to agree with, gain the approval of, and be liked by others

8 Members are expected to take charge and "control" others, and make decisions autocratically

4 Members are expected to conform, follow the rules, and make a good impression

7 Members are expected to gain status and influence by being critical and constantly challenging one another

5 Members are expected to do what they are told and clear all decisions with superiors

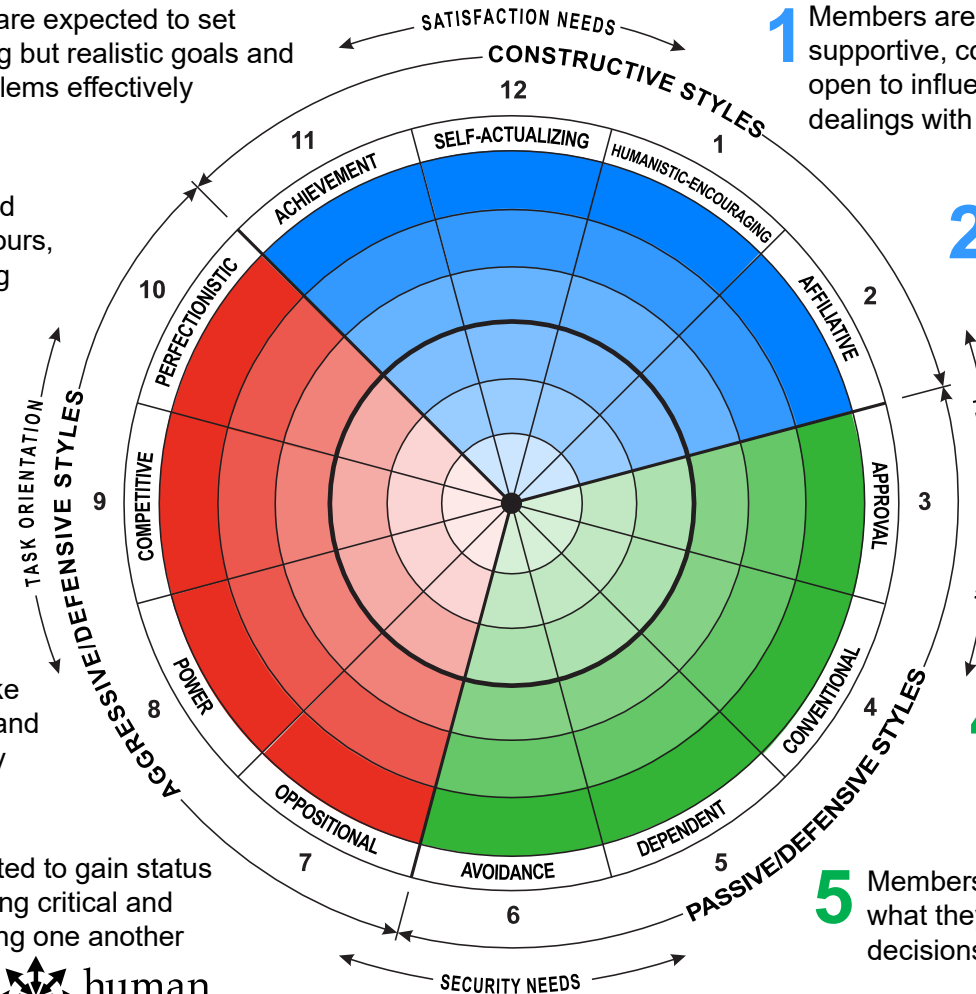


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Members are expected to shift responsibilities to others and avoid being blamed for mistakes

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# Takeaways

1. Observe both climate and culture
2. Understand the interactions
3. Test your assumptions
4. Continue to practice observing the climate and culture

To validate your observations (qualitative findings), use a quantitative measure